

Breakout Session – Project Management

Lab is getting more and more serious about Project Management – DARHT (B.R.), NIF, UCOP PM Council were/are cause for concern; more scrutiny

LBNL formed the Project Integration and Management Board (PIMB) early this summer

- Each Division represented
- Sharing knowledge – peer review and informal oversight
- “Defining” such things as practices, qualifications, training, formats, etc. (very soft – “the Berkeley way”)

Eng Div is involved in most Lab projects – DARHT, SNS, Femto-Source, SNAP, LHC, ALS Beamlines, SuperBends, IceCube, HIF, etc.

What’s different about each of these projects:

- Scale
- Reporting responsibility/visibility
- Formality
- Degree of complexity (multi-lab, several funding sources, national politics, etc.)

What is common to most LBNL projects:

- Use Engineering Div resources
- Have Engineering Div PM, Lead or...
- Collaborative
- Complex, R&D nature

Recent and current problems:

- B-Factory LER, DARHT (B.R.)
- LHC – Accelerator component

What can we do? How do we assure success and avoid being the “fall guy”?

- Identification, training and apprenticeships of new PM’s?
- Eng Div standards/practices ?
- Cost estimate methodology, contingency, risk, reporting?
- Informal internal review or oversight?
- Resource planning database?
- Cost history database?